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**Sixty-first session**  
**Item 117 of the preliminary list\***  
**Programme planning**

**Proposed strategic framework for the period 2008-2009****Part two: biennial programme plan****Programme 25**  
**Internal oversight****Contents**

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\* A/61/50 and Corr.1.



## **Overall orientation**

25.1 The overall purpose of the programme is to enhance effectiveness in the implementation of all programmes through continually improved internal control mechanisms within the Organization. The Office of Internal Oversight Services exercises operational independence under the authority of the Secretary-General in the conduct of its duties, in accordance with Article 97 of the Charter of the United Nations. The Office has the authority to initiate, carry out and report on any action it considers necessary to fulfil its responsibilities with regard to its oversight functions. The Office assists the Secretary-General in fulfilling his internal oversight responsibilities in respect of the resources and staff of the Organization through monitoring, internal audit, inspection and evaluation and investigation.

25.2 The mandate for the programme is derived from General Assembly resolutions 48/218 B, 54/244 and 59/272, the relevant provisions of the Financial Regulations and Rules of the United Nations (ST/SGB/2003/7) and of the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (ST/SGB/2000/8).

25.3 The Office assists Member States and the Organization in protecting its assets and in ensuring the compliance of programme activities with resolutions, regulations, rules and policies as well as the more efficient and effective delivery of the Organization's activities; preventing and detecting fraud, waste, abuse, malfeasance or mismanagement; and improving the delivery of the Organization's programmes and activities to enable it to achieve better results by determining all factors affecting the efficient and effective implementation of programmes.

25.4 The strategy of the Office is focused on ensuring that the Organization has an effective and transparent system of accountability in place and the capacity to identify, assess and mitigate the risks that might prevent it from achieving its objectives. To that end, the Office will (a) propose measures to assist the Organization in responding rapidly to emerging risks and opportunities; (b) provide independent information and assessments to assist effective decision-making; (c) provide independent reviews of the effectiveness of the use of the Organization's resources; and (d) promote a culture of change, including accountability, planning, integrity, results orientation, and risk awareness and management.

25.5 The Office undertakes a number of activities to support the Organization's commitment to gender mainstreaming, including oversight of United Nations gender mainstreaming efforts. In addition, the Office assists the Organization in achieving better results by determining the factors affecting the efficient and effective implementation of programmes in accordance with, inter alia, the internationally agreed development goals, including those contained in the United Nations Millennium Development Goals, and in the outcomes of the major United Nations conferences and international agreements since 1992. The Office also continues to work to enhance coordination with the United Nations Board of Auditors and the Joint Inspection Unit.

25.6 The preparation of the present biennial programme plan precedes the completion of the review of the Office of Internal Oversight Services, and governance and oversight in the United Nations system, as requested by the General Assembly in its resolution 60/1. Programmatic implications arising from this review

will be dealt with in the context of the consideration of related proposals by the General Assembly and, as applicable, in accordance with resolution 58/269.

## Subprogramme 1

### Internal audit

**Objective of the Organization:** to ensure efficient and effective implementation and management of programmes, activities and operations by programme managers, in accordance with the relevant legislative mandates, regulations and rules

| Expected accomplishments of the Secretariat                                                                                                | Indicators of achievement                                                                                                                                                                                                                                                                                                                             |
|--------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| (a) Improved quality of reports provided to programme managers                                                                             | (a) (i) Increased percentage of programme managers who express their satisfaction with the usefulness of internal audit reports<br><br>(ii) Number of external and internal quality reviews to appraise and express an opinion that internal audit activities generally conform with the Standards for the Professional Practice of Internal Auditing |
| (b) Increased coverage of areas presenting risks to the Organization                                                                       | (b) (i) Increased percentage of audits based on a systematic assessment of risks<br><br>(ii) Increased percentage of critical recommendations addressing identified key risk areas                                                                                                                                                                    |
| (c) Improved levels of efficiency and effectiveness in the implementation of programmes, and enhanced accountability by programme managers | (c) (i) Increased percentage of critical audit recommendations accepted by programme managers<br><br>(ii) Actual savings and recoveries resulting from implementation of audit recommendations                                                                                                                                                        |

### Strategy

25.7 Based on the Standards for the Professional Practice of Internal Auditing, the Internal Audit Division will perform independent audits selected on the basis of identified risks to the Organization, make recommendations to mitigate those risks, increase efficiency and effectiveness, and improve compliance by programme managers with legislative mandates, regulations and rules. Timely reports and recommendations will be provided to the Secretary-General and to legislative bodies to facilitate decision-making, to improve United Nations programmes and field operations, and actively monitor, follow up and report on the implementation of audit recommendations.

## Subprogramme 2

### Monitoring, evaluation and consulting

**Objective of the Organization:** to mitigate risks to, and to enhance relevance and effectiveness of the Secretariat through independent, rigorous and objective programme performance monitoring, inspection, evaluation and management consulting

| Expected accomplishments of the Secretariat                                                                                                                                     | Indicators of achievement                                                                                                                               |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|
| (a) Improved tools and methods and their increased use for results-based programme performance monitoring and assessment, evaluation and change management                      | (a) Increased percentage of requests met for technical assistance with programme performance monitoring and reporting, evaluation and change management |
| (b) Improved reporting on departmental compliance with Organization-wide instructions and guidance on results-based programme management, performance monitoring and assessment | (b) Increased percentage of programmes reporting in conformity with the instructions and guidance of the Office of Internal Oversight Services          |
| (c) High quality of in-depth, thematic, triennial reviews and other external evaluations                                                                                        | (c) Percentage of evaluation reports assessed externally to be of good quality                                                                          |
| (d) Clients acknowledge areas for improvement and implement change                                                                                                              | (d) Increased percentage of clients expressing satisfaction with services provided                                                                      |

#### Strategy

25.8 The Monitoring, Evaluation and Consulting Division will enhance the availability of information and analysis on the implementation of mandated programmes in order to strengthen accountability for programme performance in the Secretariat. It will also promote the role of programme performance monitoring, evaluation and management consulting in improving organizational performance and achieving results. The Division will issue and update guidelines, manuals and standards pertaining to relevant aspects of programme management, results monitoring and evaluation. Oversight assignments will address thematic or functional challenges faced by the Organization, as well as Organization-wide or department-specific policies, systems, guidelines, methods and programme management practices and outcomes. The Division will report periodically on levels of overall compliance with established procedures for programme results monitoring and evaluation. By strengthening evaluation methods and approaches, building stronger client partnerships and using external experts more effectively, the Division will improve the quality of its evaluations. The Division will provide support for the establishment and strengthening of self-evaluation capacity in the Organization. By establishing and maintaining a web-based, user-friendly facility for the central deposit of evaluations and evaluative methodologies available to all staff, the Division will promote sharing of knowledge on results-based management and performance assessment throughout the Secretariat. Through support to managers in their self-evaluation and change management efforts, the Division will seek to strengthen programme management within the Organization.

### Subprogramme 3 Investigations

**Objective of the Organization:** to investigate allegations of mismanagement, misconduct, waste of resources and abuse of authority, and to detect occurrence of fraud, corruption, and violations of regulations and rules of the United Nations

| Expected accomplishments of the Secretariat                                                                                       | Indicators of achievement                                      |
|-----------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|
| Better protection of the Organization's assets and resources and greater compliance with the Organization's rules and regulations | Increased percentage of investigation recommendations accepted |

#### Strategy

25.9 The Investigations Division will undertake professional investigations of reported allegations of fraud, misconduct, mismanagement, waste of resources, abuse of authority, violations of regulations and rules of the United Nations and other malfeasance in accordance with mandated requirements. On the basis of its findings, the Division will recommend the administrative, disciplinary, jurisdictional or other corrective action that should be taken, including undertaking basic investigative training for departments and offices. In addition, without compromising the operational independence granted under General Assembly resolutions 48/218 B, 54/244, 59/272 and 59/287, the Division will provide investigative services to the United Nations funds and programmes, as appropriate.

#### Legislative mandates

##### *General Assembly resolutions*

|          |                                                                                                                        |
|----------|------------------------------------------------------------------------------------------------------------------------|
| 48/218 B | Review of the efficiency of the administrative and financial functioning of the United Nations                         |
| 53/207   | Programme planning                                                                                                     |
| 54/244   | Review of the implementation of General Assembly resolution 48/218 B                                                   |
| 57/292   | Questions relating to the programme budget for the biennium 2002-2003                                                  |
| 59/270   | Reports of the Secretary-General on the activities of the Office of Internal Oversight Services                        |
| 59/271   | Report of the Secretary-General on the activities of the Office of Internal Oversight Services                         |
| 59/272   | Review of the implementation of General Assembly resolution 48/218 B and 54/244                                        |
| 59/287   | Report of the Office of Internal Oversight Services on strengthening the investigation functions in the United Nations |

|        |                                                                                                |
|--------|------------------------------------------------------------------------------------------------|
| 60/1   | 2005 World Summit Outcome                                                                      |
| 60/254 | Review of the efficiency of the administrative and financial functioning of the United Nations |
| 60/257 | Programme planning                                                                             |
| 60/259 | Report of the Secretary-General on the activities of the Office of Internal Oversight Services |

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**Sixty-first session**  
**Item 117 of the preliminary list\***  
**Programme planning**

**Proposed strategic framework for the period 2008-2009****Part two: biennial programme plan****Programme 26**  
**Jointly financed activities****Contents**

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\* A/61/50 and Corr.1.



## A. International Civil Service Commission

### Overall orientation

26.1 By its resolution 3357 (XXIX), the General Assembly established the International Civil Service Commission (ICSC) for the regulation and coordination of the conditions of service of the United Nations common system. Under its statute, the Commission is a subsidiary organ of the Assembly. It performs its functions in respect of the United Nations and of those specialized agencies and other international organizations that participate in the United Nations common system. In the exercise of its functions, the Commission is guided by the principle set out in the agreements between the United Nations and the other organizations, aiming at the development of a single unified international civil service through the application of common personnel standards, methods and arrangements. The Commission is further mandated through Assembly resolutions 51/216 and 52/216 to play a lead role in the development of innovative approaches in the field of human resources management as part of the overall reform currently taking place in the organizations of the common system.

**Objective of the Organization:** To coordinate and regulate the conditions of service of the United Nations common system as mandated by the General Assembly in its resolution 3357 (XXIX) of 18 December 1974.

| Expected accomplishments of the Secretariat                                                                                                                      | Indicators of achievement                                                                                                                                                                                                                                                                                                          |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| (a) Maintenance of high quality of substantive service to the Commission                                                                                         | (a) (i) Positive assessment by the Commission of the policy recommendations submitted on the human resources management systems<br><br>(ii) Percentage of recommendations adopted by the Commission                                                                                                                                |
| (b) Effective, flexible and simplified payment and benefits systems under the Noblemaire and Flemming principles that meet the requirements of the organizations | (b) Maintenance of the percentage of recommendations on the pay and benefits systems adopted by the Commission                                                                                                                                                                                                                     |
| (c) Improved methodology for cost-of-living measurements                                                                                                         | (c) Maintenance of the percentage of proposals for cost-of-living measures approved by the Commission                                                                                                                                                                                                                              |
| (d) Up-to-date post adjustment classifications and rental subsidy thresholds and mobility/hardship classification for the United Nations common system           | (d) (i) Maintenance of the time between the request for surveys and the carrying out of cost-of-living surveys, and the number of duty stations reviewed for hardship and mobility classification<br><br>(ii) Maintenance of the completion rate of all requests for hardship classification of field duty stations (250 per year) |

- |                                                        |                                                                                                    |
|--------------------------------------------------------|----------------------------------------------------------------------------------------------------|
| (e) Up-to-date daily subsistence allowance rate system | (e) Maintenance of the time required to implement changes in the subsistence allowance rate system |
|--------------------------------------------------------|----------------------------------------------------------------------------------------------------|
- 

### Strategy

26.2 To accomplish its objectives, the Commission's programme of work includes the following: (a) to develop further and to strengthen a common system of salaries, allowances and benefits under the Noblemaire and Flemming principles; (b) to equalize the purchasing power of salaries worldwide through post adjustment classifications; (c) to develop and maintain equitable job evaluation and other human resources management systems; (d) to provide guidance and advice on their administration; and (e) to provide substantive support to Member States and common system organizations (including staff) in the reform and maintenance of a coherent and effective human resources management system more closely aligned with the achievement of organizational goals and objectives.

## B. Joint Inspection Unit

### Overall orientation

26.3 According to the statute of the Joint Inspection Unit, the Inspectors have the broadest powers of investigation in all matters bearing on the efficiency of services and the proper use of funds and provide an independent view through inspection and evaluation aimed at improving management and methods and at achieving greater coordination between organizations. The Unit is to satisfy itself that the activities undertaken by the organizations are carried out in the most economical manner and that optimum use is made of resources available for carrying out those activities.

26.4 In line with the directives of the legislative organs of its participating organizations, the Unit takes full advantage of its system-wide competence, which puts it in the unique position of acting as a catalyst for the comparison and dissemination of best managerial, administrative and programming practices in the system as a whole. Based on comparative analyses on trends and problems faced by various organizations, it proposes harmonized and concrete solutions. The Unit focuses its work on important priority items for the participating organizations, with a view to providing both the executive heads and the legislative organs of those organizations with practical and action-oriented recommendations on precisely defined issues.

**Objective of the Organization:** To improve management, ensure optimum use of available resources and achieve greater coordination between the participating organizations of the United Nations system.

| Expected accomplishments of the Secretariat                                                                                                                                                     | Indicators of achievement                                                                                                                                                                                                                                                                                                         |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| (a) Improved ability of legislative organs to exert oversight regarding the activities of the participating organizations and to determine the efficiency and effectiveness of their activities | (a) The number of reports, notes and confidential letters submitted to the legislative organs and the executive heads of participating organizations                                                                                                                                                                              |
| (b) Improved management of the participating organizations' secretariats through enhanced efficiency and effectiveness or enhanced controls and compliance                                      | (b) (i) Increased percentage of recommendations aimed at management improvement (enhanced efficiency and effectiveness, financial savings, enhanced controls and compliance) that have been implemented by the majority of participating organizations<br>(ii) Potential cost savings identified and actual cost savings achieved |
| (c) Increased coordination and cooperation among participating organizations                                                                                                                    | (c) Increased percentage of recommendations aimed at enhanced coordination and cooperation, including through dissemination of best practices, that have been implemented by the majority of participating organizations                                                                                                          |

### Strategy

26.5 The Unit will achieve the objective by: (a) selecting relevant and timely subjects for its reviews on the basis of the identification of the key issues and risk areas of the organizations; (b) inviting more requests from the legislative organs and, encouraging suggestions from the United Nations System Chief Executives Board for Coordination, in addition to those submitted by individual executive heads; (c) closely coordinating its work with the Board of Auditors, the Office of Internal Oversight Services and other internal and external oversight bodies of the United Nations system to avoid duplication and achieve synergies; (d) further improving the quality of its reports and notes and the relevance of the recommendations contained therein; (e) preparing reports only when they contain recommendations requiring legislative action and making more use of notes, which may take the form of management letters; (f) promoting the systematic consideration of reports/recommendations by the legislative organs; and (g) further improving the system for monitoring the acceptance and implementation of recommendations and reporting thereon.

## **C. United Nations System Chief Executives Board for Coordination**

### **Overall orientation**

26.6 The United Nations System Chief Executives Board for Coordination (CEB) is responsible for promoting coherence, cooperation and coordination in the policies, programmes and activities of the United Nations system. The Board, which is composed of the Secretary-General and the executive heads of all organizations of the United Nations system, replaced the former Administrative Committee on Coordination (established in 1946 by the Economic and Social Council in its resolution 13 (III)). CEB established two high-level committees to assist it: the High-level Committee on Programmes, whose central role is to develop concerted and effective policies, strategies and guidance for the United Nations system to meet emerging challenges and issues relating to international cooperation and development; and the High-level Committee on Management, which elaborates policy and provides guidance to the organizations of the system on administrative and management questions with system-wide relevance, promotes inter-agency cooperation and coordination on such issues and helps with the management of the common system of pay and benefits.

26.7 In the biennium 2008-2009, CEB will focus its attention on ensuring greater coherence among the organizations of the system in addressing the goals and targets established by international summits and conferences, including those in the United Nations Millennium Declaration and the 2005 World Summit Outcome. Its efforts system-wide will be concentrated on: deepening understanding of global issues and better managing knowledge; achieving an inclusive, purposeful mobilization of all resources and capacities; and helping to increase transparency and accountability. The aim is to be able to leverage the full capacity of the system to advance overall human security. CEB will continue to devote its energy and efforts to strengthen the support of the system for the sustainable development of Africa within the overall framework of the New Partnership for Africa's Development and will actively support the mainstreaming of a gender perspective in the design, implementation, monitoring and evaluation of the policies and programmes of the system. CEB will also continue its efforts to ensure the security and safety of United Nations system personnel, including by enhancing system-wide support for an effective and unitary security management system. It will work on furthering cooperation in advancing accountability and transparency in the work of the organizations of the United Nations system; in improving human resource management; in supporting efforts to reform the common system; in utilizing information and communication technology for better management and better programme delivery; and in promoting best practices and lessons learned in the area of management and in policy development and programme delivery through, inter alia, increased platforms for knowledge-sharing. CEB will focus all its efforts on ensuring the mutual aims of a dynamic and results-based response to the policy directions and mandates of Member States and the provision of system-wide analysis of emerging challenges that will assist Member States in taking decisions relevant to the work of the system.

**Objective of the Organization:** To leverage the full capacity of the organizations of the system to deliver better results in response to intergovernmental mandates and emerging challenges.

| <b>Expected accomplishments of the Secretariat</b>                                                                                                                         | <b>Indicators of achievement</b>                                                                                                                                                     |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| (a) Enhanced horizontal cooperation among member organizations                                                                                                             | (a) Increased number of interventions, on behalf of the United Nations system, with intergovernmental and expert bodies                                                              |
| (b) Enhanced coherence, efficiency and cost-effectiveness of the United Nations system of organizations in the administration and management areas                         | (b) Increased number of coordinated system-wide responses to ICSC initiatives, staff management issues, financial and budgetary matters and oversight reports                        |
| (c) Improved knowledge-sharing within the system as well as with Member States and more efficient utilization of information technologies within the United Nations system | (c) Continued reduction of new applications, common platforms and knowledge-sharing networks in use and shared by programmes within the United Nations system and with Member States |

### Strategy

26.8 During the biennium 2008-2009, both High-level Committees, in support of CEB, will continue to actively engage the organizations of the United Nations system within a joint framework to pursue strategic actions pertaining to programme matters and management and administrative issues to enhance the capacity of the organizations to operationalize normative advances by pooling resources, capacities and knowledge. The High-level Committee on Programmes will focus on promoting greater synergy in the policies and programmes of the organizations of the United Nations system at the global, regional and country levels so as to enhance the system's overall impact on helping countries meet the internationally agreed development goals, including the Millennium Development Goals. As necessary, the Committee will draw on inter-agency networks and task forces to strengthen linkages between the normative and operational work of the system and to ensure that the main horizontal policy themes — sustainable development, human rights and gender — are taken into account in decision-making. The High-level Committee on Management will continue to focus on inter-agency cooperation to reinforce measures for the security and safety of United Nations system personnel, including by strengthening the "security management system"; promote accountability and transparency across the system; and disseminate best practices, modern management approaches and partnerships in all areas of management, including human resources and finance and budget management. In the area of information and communication technologies, the Committee will continue the elaboration and implementation of the United Nations system strategic framework for information and communication technology, focusing on such areas as knowledge-sharing; enterprise resource planning systems and payroll; information and communication technology governance, best practice and business case development; service sourcing; inter-agency connectivity; common application solutions and information and communication technology training for senior officials; strengthening inter-agency cooperation in this area and supporting the work in the programme, management and administrative areas through new technological tools.

## Legislative mandates

### A. International Civil Service Commission

#### *General Assembly resolutions*

|                   |                                                                                    |
|-------------------|------------------------------------------------------------------------------------|
| 3357 (XXIX)       | Statute of the International Civil Service Commission                              |
| 51/216 and 52/216 | United Nations common system: report of the International Civil Service Commission |

### B. Joint Inspection Unit

#### *General Assembly resolutions*

|                           |                                                                                |
|---------------------------|--------------------------------------------------------------------------------|
| 31/192                    | Statute of the Joint Inspection Unit                                           |
| 50/233 and 57/284 A and B | Joint Inspection Unit                                                          |
| 58/270                    | Questions relating to the proposed programme budget for the biennium 2004-2005 |
| 58/286 and 60/258         | Joint Inspection Unit                                                          |

### C. United Nations System Chief Executives Board for Coordination

#### *Economic and Social Council resolution and decision*

|          |                                                                                                     |
|----------|-----------------------------------------------------------------------------------------------------|
| 13 (III) | Coordination Committee                                                                              |
| 2001/321 | Further consideration of the annual overview report of the Administrative Committee on Coordination |

#### *General Assembly resolutions*

|        |                                                                                                              |
|--------|--------------------------------------------------------------------------------------------------------------|
| 57/295 | Information and communication technologies for development                                                   |
| 59/250 | Triennial comprehensive policy review of operational activities for development of the United Nations system |

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Agenda item 117 of the preliminary list\*

**Programme planning****Proposed strategic framework for the period 2008-2009****Part two: biennial programme plan****Programme 27****Safety and security****Contents**

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\* A/61/50 and Corr.1.



## **Overall orientation**

27.1 The purpose of the programme is to enable the safest and most efficient conduct of the programmes and activities of the United Nations system by providing leadership, operational support and oversight of the United Nations security management system, as established by the General Assembly in its resolution 59/276.

27.2 The overall objectives of this programme are: (a) to enable the effective conduct of United Nations activities by ensuring a coherent, effective and timely response to all security-related threats and other emergencies; (b) to ensure effective risk mitigation through the establishment of a coordinated security threat and risk assessment mechanism in the framework of a common system-wide methodology; (c) to develop high-quality best-practice security policies, standards and operational procedures across the United Nations system, including the appropriate degree of standardization, and to support their implementation and monitor compliance.

27.3 Recognizing that sharing ideas, experiences, opportunities and costs is the only way to reduce our common vulnerability, the Department of Safety and Security will achieve its mission through an integrated and interdependent organizational approach by working closely with the security services of all the United Nations system agencies, funds and programmes, under the umbrella of the Inter-Agency Security Management Network.

27.4 The work of the Department will be implemented under two subprogrammes: security and safety coordination and regional field coordination and support. For the period 2008-2009, the Department will continue to focus on enhancing coordination of the United Nations security management system; ensuring the implementation of policies and procedures relating to the security and safety of United Nations personnel and their eligible dependants, visitors, delegates and assets; and consolidating, harmonizing and promulgating common policies, standards and operational procedures. The Department will take the lead in coordinating the activities of the United Nations system security and safety network. Measures will also be undertaken to strengthen capacity in the Department to facilitate rapid response to security incidents and emergencies.

## Subprogramme 1

### Security and safety coordination

**Objective of the Organization:** to protect staff, delegates, visiting dignitaries and other visitors on the United Nations premises, to prevent damage to United Nations property, to provide safe and secure facilities and to ensure an emergency early warning system 24 hours a day, 7 days a week

| Expected accomplishments of the Secretariat                                                                                                    | Indicators of achievement                                                                                                                                                                                                                                                                                                                                                                                                                       |
|------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| (a) A safe and secure environment for staff, delegates and visitors at the United Nations headquarters locations and regional commissions      | (a) (i) Increased compliance with headquarters minimum operating security standards for United Nations headquarters locations and regional commissions<br><br>(ii) Decreased number of unauthorized entries to the United Nations premises<br><br>(iii) Reduced number of safety-related claims submitted                                                                                                                                       |
| (b) Enhanced coordination of security arrangements at United Nations headquarters locations and regional commissions                           | (b) Increased number of personal protection operations coordinated                                                                                                                                                                                                                                                                                                                                                                              |
| (c) Improved planning and preparedness for emergencies and crisis situations at United Nations headquarters locations and regional commissions | (c) (i) Increased percentage compliance with the baseline for building evacuation time at United Nations headquarters and regional commissions, as established for each location (the baseline varies for each location)<br><br>(ii) Reduced response time to emergency security incidents by Security and Safety Services personnel at United Nations headquarters locations and regional commissions (response time varies for each location) |

#### Strategy

27.5 This subprogramme is the responsibility of the Division of Safety and Security Services. The strategy for implementing the subprogramme will focus on ensuring a secure and safe environment by: (a) increasing the level of preparedness for managing crisis and emergency situations; (b) coordinating the standardization of safety and security policies and monitoring their implementation; (c) implementing and complying with headquarters minimum operating security standards; (d) enhancing coordination of security and safety-related efforts with the host country authorities; (e) enhancing security awareness among delegations and staff; (f) improving emergency response and evacuation time efficiency at United Nations headquarters and regional commissions; (g) increasing the level of professionalism of the security and safety personnel through the provision of specialized training on a continuous basis, which will also maximize the use of officers for multiple

specialized security functions; (h) in coordination with the Compliance, Evaluation and Monitoring Unit, conducting compliance missions to support the implementation, evaluate the effectiveness and monitor the compliance with security policies, standards and operational procedures. Priority will also be given to enhanced coordination of close protection operations by developing training standards and programmes for United Nations security officers, raising awareness among staff and VIPs on working with a close protection team and by taking stock of all regular and ongoing protection operations.

## **Subprogramme 2**

### **Regional field coordination and support**

#### **(a) Regional field coordination**

**Objective of the Organization:** to enhance the protection of staff members of the United Nations system, associated personnel, eligible dependants and facilities at all duty stations

| <b>Expected accomplishments of the Secretariat</b>                                                                           | <b>Indicators of achievement</b>                                                                                                                                                                                                                                                                                                                                                                                                        |
|------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| (a) Improved security and safety of staff members of the United Nations system, associated personnel and eligible dependants | (a) (i) Maintenance of percentage of up-to-date threat and risk analyses for all duty stations<br><br>(ii) Increased compliance with minimum operating security standards by duty stations                                                                                                                                                                                                                                              |
| (b) Timely response to security incidents                                                                                    | (b) (i) Completion and exercise of all country-level security contingency plans, as well as those of the Department of Safety and Security<br><br>(ii) Increased capability to deploy or redeploy field security officers at 24 hours' notice                                                                                                                                                                                           |
| (c) Enhanced security management system                                                                                      | (c) (i) Strengthened partnerships with host countries regarding the safety and security of United Nations personnel, facilities and equipment<br><br>(ii) Expanded field support by security advisers and field security coordination officers outside the capital area<br><br>(iii) Speedier provision of tailored threat assessments in areas of cross-border conflict<br><br>(iv) Rapid initial reporting of incidents in the region |

**Strategy**

27.6 This subprogramme is the responsibility of the Division of Regional Operations and Field Support. The strategy for implementing the subprogramme will focus on creating conditions to minimize security-related incidents by: (a) coordinating safety and security issues among the organizations of the United Nations system; (b) monitoring the implementation of established security and safety policies; (c) developing security requirements for new missions as well as for special, regular and emergency operations; (d) in coordination with the Compliance, Evaluation and Monitoring Unit, conducting field compliance missions to support the implementation, evaluate the effectiveness and monitor the compliance with security policies, standards and operational procedures; (e) assisting and monitoring the implementation of the minimum operating security standards at all duty stations and security components of peacekeeping operations, humanitarian and other special missions in the field; (f) carrying out situational analyses of the extent of participation of the host country in strengthening United Nations security; (g) updating security and safety guidelines and directives; (h) coordinating with the Department of Peacekeeping Operations, the Department of Political Affairs and the Office for the Coordination of Humanitarian Affairs on the planning, implementation and review of safety and security programmes for peacekeeping, humanitarian and other special missions in the field. Additional efforts will focus on enforcing the accountability and responsibility of designated officials, field security officers and other participants within the framework of the new mechanism of accountability and responsibility in the area of field security for the implementation of the minimum operating security standards at all duty stations of the United Nations system. Efforts will also be made to increase the number of security management teams that undertake joint country planning as well as the number of United Nations agencies, funds and programmes that include cost considerations in their planning and delivery of their programmes.

**(b) Field support**

**Objective of the Organization:** to increase the safety and security knowledge and skills of multiple clients of the United Nations security management system and to reduce and/or prevent critical-incident stress

| <b>Expected accomplishments of the Secretariat</b>                                                                                                                                                                                                           | <b>Indicators of achievement</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| (a) Strengthened capacity of staff of the United Nations system to manage critical-incident stress                                                                                                                                                           | (a) (i) Increased percentage of staff and their families in the field who have received stress-management training<br><br>(ii) Increased number of counsellors trained in critical-incident stress management in emergency settings using the new training package<br><br>(iii) Increased level of coverage for United Nations staff requiring emotional first aid and psychological damage control following reported critical incidents                                                                                                                                                                                                                              |
| (b) Enhanced abilities in security and safety matters of all participants in the United Nations security management system, including designated officials, security management team members, security officers and staff members, through security training | (b) (i) Increased percentage of common security and safety training standards across the United Nations security management system<br><br>(ii) Increased percentage of United Nations staff at headquarters and field locations who have received security training relevant to their duties and responsibilities<br><br>(iii) Increased percentage of designated officials and security management team members undertaking security training to enhance their abilities to fulfil their security responsibilities<br><br>(iv) Increased percentage of Department of Safety and Security field security officers undertaking training and enhanced skills development |

**Strategy**

27.7 This subprogramme is the responsibility of the Division of Regional Operations and Field Support. The strategy for implementing the subprogramme will focus on creating conditions to minimize security-related incidents by:

- (a) developing crisis management response plans, capabilities, and procedures;
- (b) translating security and critical-incident stress training standards into a coherent training programme for all participants in the United Nations security management

system; (c) conducting regional workshops and seminars on security and safety issues, including on stress management; (d) developing and updating related training materials, taking into account gender-specific material; and (e) providing counselling services to staff exposed to critical-incident stress, as needed. Additional efforts will focus on enforcing the accountability and responsibility of stress staff counsellors and other participants within the framework of the new mechanism of accountability and responsibility in the area of field security for the implementation of the minimum operating security standards at all duty stations of the United Nations system.

## **Legislative mandates**

### **General Assembly resolutions and decisions**

- |                    |                                                                                                                                                   |
|--------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|
| 54/192             | Safety and security of humanitarian personnel and protection of United Nations personnel                                                          |
| 55/468             | Security arrangements at the United Nations Office at Geneva                                                                                      |
| 56/255, sect. VIII | Special subjects relating to the proposed programme budget for the biennium 2002-2003: safety and security of United Nations personnel            |
| 56/286             | Strengthening the security and safety of United Nations premises                                                                                  |
| 57/567             | Inter-organizational security measures: framework for accountability for the United Nations field security management system                      |
| 59/211             | Safety and security of humanitarian personnel and protection of United Nations personnel                                                          |
| 59/276, sect. XI   | Questions relating to the programme budget for the biennium 2004-2005: strengthened and unified security management system for the United Nations |
| 60/123             | Safety and security of humanitarian personnel and protection of United Nations personnel                                                          |

### **Security Council resolutions**

- |             |                                                                                                         |
|-------------|---------------------------------------------------------------------------------------------------------|
| 1502 (2003) | Safety and security of humanitarian personnel and protection of United Nations and associated personnel |
|-------------|---------------------------------------------------------------------------------------------------------|